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5 May 1971

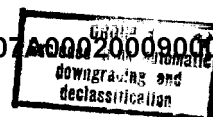
MEMORANDUM FOR: Chairman, Curriculum Council

SUBJECT : Training the Young Professional Employee

1. As we have discussed previously, I am concerned with Curriculum Council plans to reduce the basic training program for young professional employees from 12 weeks to 4 weeks. After reviewing the course outline for the revised International and World Affairs Course, I can only conclude that, in my opinion, future plans are insufficient to provide the same quality training previously available to new employees. While I am now primarily concerned with the apparent derogation of training for Career Trainees, my comments are also influenced by the feeling that by reducing course substance to the level of introductory orientation we are inadvertently avoiding confrontation with the real problem of improving basic training for all employees. Perhaps, we should be concentrating on the revision of content and improvements in pedagogical techniques, which, I believe, are the most important issues confronting OTR in training the young professional.

2. During my three discussions with the Council I attempted to convey the impression that I am unequivocally in favor of improving basic courses. During my first visit I voiced agreement with the Council's work and expressed the hope that the new basic training program would not be so abbreviated that it would have little substantive training or assessment value. The reservations I expressed then seem now to have become realities. Although I remain hopeful that pertinent and useful evaluation data on CT's will be available from the revised IWA, I would be less than honest if I did not evidence some skepticism.

3. In addition to acquainting the new employee with the analytical tools available in the Agency and the writing procedures used by Agency analysts, the ITC has produced a valuable evaluation about each CT's analytical and writing abilities. Based on these assessments, we have been able to assign the most promising analysts to the DDI offices likely to utilize their abilities most effectively. Similarly, the OFC produced a student evaluation as a useful indicator of aptitude for a CS career. Also, the OFC provided the CT with a high degree of familiarization (dictionary definition) with CS terminology and field operational techniques which were extremely helpful during interim assignments. The OFC has enabled CT's almost immediately to contribute to the day-to-day support of field stations and other activities of area desks. Branch and desk chiefs have indicated that this training is important

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since it means that desk officers have to spend much less time teaching novices what the business is all about. With the cancellation of the OFC and only three days instruction about the DDP in the proposed orientation course, CT's will have very little knowledge about clandestine methods and techniques.

4. While the final impact of ITC and OFC cancellations cannot be measured precisely, it seems apparent that, at least, CT's and some other young professionals will not have the knowledge and information that many of their predecessors had to aid them in making decisions about career direction. Also, we should anticipate that OTR will be criticized by interim assignment supervisors in DDI and DDP for not better preparing CT's prior to interim assignments. Only time will tell if this will become a serious impediment to successful interim assignments.

5. Based on my third and most recent meeting with the Council I understood that OTR did not plan to select the courses that a trainee should take, perhaps with the exception of the new IWA Course. I further understood that the CTP Staff, rather than the Curriculum Council, would be able to select the additional courses believed useful for CT's. The Council has more impact on course choice for CT's and other professionals than it realizes. The cancellation of two useful courses and the absence of similar relevant instruction in the IWA Course does, de facto, result in Council selection of training. Furthermore, recent information from the Operations School indicates that the FOF may not be available to CT's (The CTP Staff had planned to enroll all DDS and DDI destined CT's in the FOF to afford them a better understanding of the DDP and to facilitate later inter-Directorate communications).

6. We read and hear a lot about the current vogue of minimum training for new employees and early assignment to meaningful and productive jobs. I agree with this concept. However, I believe we must be careful not to overreact to it. Very little of substance has been written about the intelligence business. Academicians specializing in political science, international affairs and related fields are not well-informed about intelligence operations and do not incorporate much useful instruction about the subject into their teaching. Consequently, we cannot expect new junior professionals to have acceptable levels of knowledge about the intelligence profession. This knowledge must be acquired in the Agency. So, I consider it essential that OTR select the best available materials and techniques to familiarize, not just orient, new employees with the doctrine and experience that is so rich and plentiful in this Agency. All new employees need a solid foundation to build on. To depend extensively on the practical experience of a relatively few individuals and the consequent variations in

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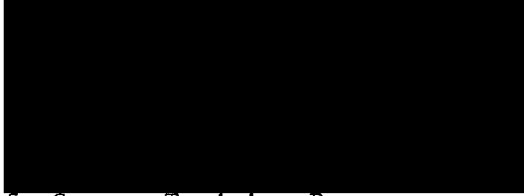
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the quality of on-the-job instruction available from the area desks would be a mistake during a new employee's impressionable early months with the Agency. It seems to me that in the intelligence business formal instruction available to all those who need it when they need it is the most efficient way to increase employee knowledge and professionalism.

7. Finally, I realize that under the existing yearly CT quota of 50 we are referring to a small number of young professionals who have interim assignments and to an even smaller number, perhaps only 12 to 15, who are undecided about career direction. Therefore, it is inviting to rationalize limited training as affecting just a relatively few. This then leads to oversimplification of the problem and to eventual pseudo-justification for neglecting some deficiencies in our basic training program. I believe we should reject such a rationalization and aim for 100% customer satisfaction or as close to that goal as possible.

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Chief, Career Training Program

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